

KENYA SCHOOL OF GOVERNMENT



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**Resilient Public
Institutions to Build Back
Better**

Objectives of this Session

- Discuss the factors that influence institutional resilience
- Review decision-making during disruption
- Understand the concept “Build Back Better”
- Discuss strategies to build public sector resilience

Diamond Princess Cruise Ship

Why the last man standing on the corona virus ship never gave up



Important DECISIONS



Ever Changing Environments

- Natural disasters
- Pandemic diseases
- Terror attacks
- Political unrest
- Economic instability



Decision Making



- Regardless of the factors that influenced his decisions, Captain Arma must contend with his present situation.
- Imagine yourself in Arma's shoes. You're in command of a cruise ship that has 3700 passengers and hundreds sick COVID-19 patients.
- ✓ What is your top priority as leader (captain)?
- ✓ What is the first thing you **will do**?

What are the two to three forces that have the greatest effect on **your team's energy**?



Factors



- For each one, consider both what you (your organization) can do to manage it now and how you (your organization) can influence it through your hiring practices — **what will you do differently?**

Arma's success as a leader:



- He continuously met with himself, assessing and reassessing his approach to the **changing** mission.
- He showed a relentless commitment to his primary objective—**the safe return of his team and his clients**—while being entirely flexible about how to achieve it.
- He maintained his team's **belief in the mission** by managing both collective and individual energy.

Public Institutions' Resilience



- Disruption is the main test to public institutions' resilience. The response before and in the aftermath of disruption, support in building organizational resilience.
- The elements of an institution's detection, activation and response, depending on the disruptor, may vary.
- **Preparedness** and **Adaptation** are the key determinates to organizational resilience

(Burnard, 2018)

Decision Making During Disruption



Disruptions require managers and leaders to make:

- Context-specific decisions quickly
- Stress and ambiguity
- Incomplete or inconsistent information
- Assess impact on their organization
- Set direction for recovery

Building Back Better

- The “build back better” (BBB) was first introduced in 2006 by the United Nations Secretary-General's Special Envoy for Tsunami Recovery, former US President William Clinton (Fernandez & Ahmed, 2019)
- Refers to the **recovery, rehabilitation** and **reconstruction** after a disaster, to increase resilience.

Building Back Better



This means:

- Getting institutions quickly back on their feet
- Triggering investments and
- **Behavioral changes** that will reduce the likelihood of future shocks.

Institutions therefore need to engage experts to inform policy design and implementation.

The core principles of building back better



- Do no harm: learn from the past and avoid unnecessary damage to future recovery
- Agencies must be accountable to the people they seek to assist
- People affected by disaster should be the decision-makers

The core principles of building back better



- Recovery of local economy and livelihoods must be a priority
- Reconstruction and recovery efforts must recognize diversity
-
- Communities should be allowed to use their own resources wherever possible and
- Reconstruction must take account of future hazards and risks.

Building Back Better in Practice



- Stimulus measures were enacted following the global financial crisis of 2008. Governments sought to integrate aspects of sustainability (Agrawala, Dussaux and Monti, 2020).
- The education sector was forced into transformation with the advent of COVID-19. Built its resiliency through; the expansion of online education, recovery learning for vulnerable groups and reforms to curricular.

Building Back Better



- BBB, as part of resilience, has been operationalized and implemented in Nepal after the 2015 Gorkha earthquakes with a focus on housing reconstruction projects (Lam, Kuiper, 2019)

Strategies to Building Back Better



- Governments should systematically lay the groundwork for:
- Investment in critical investments to preserve human capital over the longer term and to face future shocks.
- Digitization of key economic sectors (agriculture, health and education);
- Enact proactive labor market policies that incentivize and protect workers and their jobs;

Strategies for Building Back Better



- Public service decision making should follow science and consider the social, economic, environmental and political realities.
- Governments should enact policies that enhance proactive public-private sector participation as well as inter-sectoral and inter-ministerial coordination across all levels (national, regional and continental)

Conclusion



Look at your calendar for the next week and decide where you can practice leadership like Arma's. You need not face life and death circumstances. No matter where you sit now, you can be sure there is a mountain you need to climb.

What are two or three things you must do differently?

Conclusion



- Arma knew that management was important, but he never let it crowd out leadership. Take another look at your calendar for the next few weeks and consider:
- How you are planning to spend your time.
- How much will you be managing?
- How much will you be leading?
- What should you do differently?

At the Foot of Mount Kenya





Thank You

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